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FILE ONE

# Reagan's Staff Changes Tone for

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## Second Term

President Reagan's second-term team, pursuing what chief of staff Donald T. Regan calls "the president's agenda," has brought both a harder ideological edge and a tidier corporate structure to the White House, senior administration officials say.

White House officials and Republican members of Congress who assessed the performance of Regan and his deputies after a month on the job agreed that the new team is more orderly, conservative and confrontational with Congress than the first-term team headed by James A. Baker III, who swapped jobs with Regan and became treasury secretary.

the administration's attempt to aid anti-Sandinista rebels in Nicaragua. After a CIA-backed scheme to mine Nicaraguan harbors became a political embarrassment last year, Congress cut off funds to the rebels, and Casey became nearly invisible during the presidential campaign.

Now, Casey is said to be pleased with the Regan team and with the

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Personal and policy feuds were commonplace in the White House during Reagan's first term. Often, as factions took their case to the public, they resulted in the news "leaks" that are abhorred by the president.

While Reagan often complained about "leaks," he rarely seemed to recognize that the organizational structure he had approved encouraged them. Baker, often allied with Deaver, frequently was at odds with Meese, who was then presidential counselor. For a time, when long-time Reaganite William P. Clark was national security affairs adviser, he and Baker were rivals.

Baker's departure to Treasury has been a blessing for William J. Casey, the once-embattled director of the Central Intelligence Agency, who also has told intimates he will be happy when Deaver departs.

Casey reportedly believed that he was blamed by Baker and Deaver for the congressional revolt against

unyielding line that the president and Secretary of State George P. Shultz have taken in seeking financial aid for the rebels they call "freedom fighters."

In reorganizing the staff, the new chief of staff has been guided by his corporate experience and the absence of a serious leadership rival. Punctual and well-organized, Regan also delegates freely. He said he learned this on Wall Street, where he told subordinates, "If I'm going to do your job, I want your salary as well."

Regan normally breakfasts with Deaver and one or two close aides at 7:30 a.m. and gathers at 8 a.m. with his senior staff. Those who attend the meetings say they are businesslike, but that Regan welcomes frank differences of opinion on issues and strategy.

Afterward, Regan meets privately with the president and sees him from time to time during the day. Unlike Baker, who was apt to barge into any office on a moment's notice, Regan works quietly in his office with the door closed. He usually leaves by 6:30 p.m.

His style totally contrasts with Baker's.

"Jim was his own legislative relations director. He would call back every member of Congress," an

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aide said. "He was his own press secretary and would make calls to reporters without telling anyone. He was a consummate politician. Don Regan is a manager."

Regan frequently contrasts his new job with his old one by saying that Treasury was "an eyes job" in which he obtained most of his information by reading. He says that being White House chief of staff is "an ears job" where one is constantly besieged by phone calls and requests and where little time remains to read lengthy documents.

When Regan became chief of staff last month, it was widely thought that he would be less accessible than Baker and that he was something of a "yes man" who would be reluctant to bring the president bad news.

He has surprised people on both counts. Regan, who has kept White House spokesman Larry Speakes well-informed and given him a vote of confidence, has set aside a half hour each day to meet with reporters whom Speakes designates.

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